

**EEO Commission (EEOC) Management Directive (MD) 715
Equal Employment Opportunity**

AN OVERVIEW

**A PARTNERSHIP
BETWEEN LEADERS,
EEO, AND CIVILIAN
PERSONNEL**

ELEMENTS OF A MODEL EEO PROGRAM

- **Demonstrated Commitment from Agency Leadership**
- **Integration of EEO into the Agency's Strategic Mission**
 - **Management and Program Accountability**
 - **Proactive Prevention of Unlawful Discrimination**
 - **Efficiency**
 - **Responsiveness and Legal Compliance**

MANAGEMENT AND PROGRAM ACCOUNTABILITY

Hold supervisors, managers, EEO officials, and personnel officers accountable for the effective implementation and management of the EEO program

Evaluate supervisors and managers on efforts to ensure equality of opportunity for all employees

Implement effective reasonable accommodation procedures

Review each finding of discrimination to determine the appropriateness of taking disciplinary action against official(s) involved in the matter

PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION

Conduct a self-assessment on at least an annual basis to monitor progress, identify areas where barriers may operate to exclude certain groups, and develop strategic plans to eliminate identified barriers

Self-Assessment Checklist includes information on EEO policies, access to leadership, resources, complaints, mediation, and reasonable accommodation

EFFICIENCY

Efficient and fair complaint and Alternative Dispute Resolution (ADR) process; ensure managers participate in ADR process

Identify, monitor, and report significant trends in complaint and ADR processes

Ensure proficiency in systems that track complaints, applicant flow data, and workforce data

Identify and disseminate best workplace practices

STEP TWO: INVESTIGATE TO PINPOINT ACTUAL BARRIERS AND THEIR CAUSES

Examination may include data analysis; reviewing policies, procedures, and practices; examining complaints, survey trends, and conducting exit interviews; and analyzing whether the pinpointed barrier is job-related

Based on data, determine appropriate benchmarks, compare numbers, and note net changes

Heed triggers from other sources

Pinpoint barriers and determine root causes

Examine disciplinary actions

STEP THREE: ELIMINATE BARRIERS

Devise plan to address barrier root causes; plan includes developing overall objectives for barrier elimination (with corresponding action items), designating responsible personnel, and providing target dates for elimination of the barrier

If action items are not timely completed, officials should be held accountable for their performance deficiencies

Allows establishment of goals for the hiring and advancement of individuals with disabilities

Report plan and progress to the EEOC annually

STEP FOUR: PLAN ASSESSMENT

Track progress; should be measurable

Hold officials accountable

**Periodic re-assessments should be done to
discover if plan needs adjusting**

Equal

Employment

Oppportunity

BOTTOM LINE!

Is important to the mission and

Seeks to ensure equality for all employees and applicants

The end result will

Help employee morale and ensure an

Earrest effort to eliminate discrimination

Legally we are

All responsible partners for having a

Winning EEO Program!